

12 February 1973

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Comments Concerning Junior Officers'
Study Group Paper on Grievance Procedure

1. Although the statistical methods used in this study are of doubtful validity, the results tend to confirm the existence of attitudes of which we all have been long aware. Because of the small size of the sampling, we cannot estimate how widely these views are held within the Agency, but I believe we must assume that the attitudes reflected in this study are reasonably representative of current attitudes in some quarters of the Agency. What I find most revealing in the study is the extent of the lack of knowledge of and the misconceptions that are held about the workings of our grievance procedure or, for that matter, of any grievance procedure.

2. One of the major misconceptions underlying the study is that the Inspector General is a neutral arbiter between employees and management. While we strive always to be fair and objective--and I believe reasonably successfully--one does not have to look beyond an Agency organization chart to discover that the Inspector General is a staff advisor to the Director. It is impossible and undesirable that he not follow the policies established by the Director. It is the duty of the Inspector General, however, impartially to investigate employee grievances and to protect employee equities, and in doing so he can, and often does, question matters of policy.

3. The study indicates a desire for a mechanism that would receive employees' complaints and have sufficient clout to act to satisfy them without regard for normal command or organizational lines. The Office of the Inspector General cannot perform the role of ombudsman as it is commonly understood. To think it can is to misconstrue the function of an ombudsman as well as the role of the Office of the Inspector General. Nevertheless, the Office of the Inspector General can come pretty close to coping with most, if not all, of the legitimate grievances of our employees.

4. The basic attitude reflected in the data presented by the study is distrust of management in its handling of complaints and petitions from employees. The implication is not that the Office of the Inspector General is bad or does not do its job but that people in management penalize those who appeal to the Office of the Inspector General. It is true that some supervisors do resent employees taking their grievances outside the chain of command, and some employees no doubt have suffered as a consequence of having done so. I am convinced that there is less of this than employees think, but the mere fact that employees fear that they will suffer as a consequence of pursuing a grievance is of concern in itself. I might also note that this resentment would not be diminished if grievances were referred to some body other than the Office of the Inspector General.

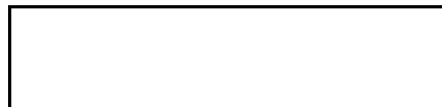
5. These officers are not the first to discover the problems they discuss. Many people in positions of authority in the Agency have long sought constructive remedies for them. This study does indicate, however, that the remedies we have tried in the past have been less than adequate. I believe there are other things we might try, and I offer these recommendations:

a. An educational program be launched to acquaint Agency personnel with the functions of the Office of the Inspector General, this program to include furnishing direct information through an Employee Bulletin or some other means; briefings for all Personnel Officers and associates so that in the conduct of their duties they would have a greater awareness of the IG role; presentations be made concerning the role of the IG at various levels of the training program.

b. Directorates should review their personnel management procedures to ensure that there are easy and known opportunities for the presentation of employee grievances. Although the normal organizational channels should be able to handle grievances, in some cases special panels of employees' peers could be set up for grievance review (as the DDP has done in recent cases). I believe it is very important that grievances be given a full airing and handling within the directorates and be brought to the Office of the Inspector General on an appeal basis.

CIA INTERNAL USE ONLY

c. A wider distribution and use of IG reports should be made by the directorates. Pertinent portions should be made known to interested individuals and especially any action taken by the components concerning the subject.



William V. Broe
Inspector General

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comments Concerning Junior Officers' Study Group
Paper on Grievance Procedure

FROM:

Inspector General *b*

EXTENSION

NO.

DATE

12 February 1973

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Director-
Comptroller

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*Well said - Please
prosecute your
recommendations
with Directorates and
Offices, noting my
approval, and
report by 1 April 1973
to Management
Committee.*

Well said -- Please prosecute
your recommendations with
Directorates and Offices, noting
my approval, and report by
1 April 1973 to Management
Committee.

WEC

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